



## JOB SATISFACTION AMONG PANCHAYAT FUNCTIONARIES

Vinod Kumar Singh\* and Vijay Pratap Yadav

Department of Agril. Extension, C.B.G. Agriculture P.G. College, Bakshi ka Talab, Lucknow - 226 201 (U.P.), India.

### Abstract

The success of any organization mostly depends on better functioning, greater delivery of work and on employee's job satisfaction. A study on this regard was conducted with panchayat functionaries of Deoria district of Uttar Pradesh, at district, block and village level to investigate their job satisfaction. The data was collected on 20 framed statements related to job satisfaction. The findings of the study shows that the government functionaries of panchayat bodies were more satisfied with their job compare to elected representatives of panchayati raj institutions. A significant difference was observed in both types of respondents in relation to their job satisfaction level. The socio-economic characteristics, like age, education, caste and family, of elected functionaries have more effects with their job satisfaction whereas caste and education of the government functionaries affects their job satisfaction level. It can also predict that the job satisfaction level among functionaries of panchayats may increases with their growing age, experiences and social participation.

**Key words :** Job satisfaction, Elected Representatives (E.Rs.), Government Officials (G.Os.), Panchayati Raj Institutions (PRIs), Three tier- Zilla Panchayat, Kshetra Panchayat and Village Panchayat.

### Introduction

In any organizational or institutional set up, the functionaries working at different level, like three tiers of panchayati raj institutions, have to guide, supervise and motivate their sub-ordinates to perform the desired tasks and achieve the determined goals. In panchayat bodies, most of the functionaries are leader's group who engaged in the development of villages with help of government officials attached to their respective institutions like village panchayat, kshetra panchayat and zilla panchayat. It implies that they are required to pay an actual leadership role for their sub-ordinates. The supervisory style and behavior of seniors is likely to have considerable influence on the job performance and job satisfaction and the outcome of other employees.

Hence, the present study was undertaken to know the job satisfaction of Elected Representatives (E.Rs.) and Government Officials (G.Os.) of Panchayati Raj Institutions (PRIs), who are responsible for planning, implementation, supervision and coordination of developmental works scheduled for PRIs with active participation of local people at all the three levels of panchayat bodies.

### Objectives

1. To enquire the difference in personal & socio-economic characteristics and job satisfaction of respondents (ERs & GOs).
2. To find out association of job satisfaction of respondents with their personal & socio-economic characteristics.
3. To predict the job satisfaction level of respondents (ERs, GOs & Overall) on the basis of their personal & socio-economic characteristics.

### Methodology

The study was conducted in a purposively selects Deoria district of Uttar Pradesh at all the three levels of panchayati raj system as Zilla Panchayat (ZP), Kshetra Panchayat (KP) and Village Panchayat (VP) levels. In first stage the zilla panchayat of Deoria district was selected. Thereafter tehsil Salempur was selected purposively and there from one Kshetra panchayat of Bhatni C. D. Block was selected. The kshetra panchayat of Bhatni has 58 village panchayat out of these only 5 village panchayats were selected randomly. There were two category of respondents- Elected Representatives (E.Rs.) and Government Officials (G.Os.) of Panchayati Raj Institutions (PRIs)- were selected in the study at all the selected three tiers of panchayat bodies. All the ERs

\*Author for correspondence : E-mail: mavitanman@gmail.com

(66 of 5 VP, 62 of KP & 40 of ZP) and GOs (10 of 5 VP, 11 of KP & 16 of ZP) were selected for the study. So, there were 205 total respondents were selected in the present study.

The data were collected with pre-structured interview schedule and analyzed with help of mean, Standard Deviation, Students Z-test, Correlation Coefficient and Regression Coefficient.

## Results and Discussion

### Socio-Economic Status (S.E.S.)

It is evident from table 1 that, in case of elected representative, majority (63.69 per cent) of respondents had medium level of socio-economic status followed by 18.45 per cent and 17.86 per cent respondents, who had low and high level of socio-economic status, respectively. As far as government officials were concerned, majority (70.27 per cent) of respondents had medium level of socio-economic status followed by 16.22 per cent and 13.51 per cent of respondents, who had high and low level of socio-economic status, respectively. The finding moderately supporting the views of Mandal and Ray (1996).

**Table 1 :** Distribution of respondents according to their socio-economic status (S.E.S.).  
(E.Rs. = 168, G.Os. = 37, N=205)

S. no.	Category	Frequency of Elected Representatives (E.Rs.)	Frequency of Government Officials (G.Os.)
1.	Low	31(18.48)	05(13.51)
2.	Medium	107(63.69)	26(70.27)
3.	High	30(17.86)	06(16.22)
	<b>Total</b>	168(100.00)	37(100.00)

Figures in parentheses indicate percentage.

It may be inferred that the majority of respondents of both the categories had medium level of socio-economic status, but the trend of socio-economic status was medium to low in case of elected representatives and medium to high in case of government officials of PRIs.

However, the low socio-economic status was found more among the respondents of elected representative as compared with respondents of government officials. This proves that the selected respondents were the true representative of universe.

### Differences in personal and socio-economic characteristics of respondents

The table 2 indicates that the calculated values of all the personal and socio-economic characteristics including the socio-economic status of respondents were found to be significant. Therefore, the null hypothesis is rejected but our alternative hypothesis is accepted. The findings indicate that there was a significant difference between all the personal and socio-economic characteristics of both categories of respondents. The socio-economic status of both categories of respondents was also significantly differing with each other.

**Table 2 :** Significance of difference in the personal and socio-economic characteristics of two categories (E.Rs. and G.Os.) of respondents.

S. no.	Personal and socio-economic Characteristics (Independent variables)	Significance of Difference (Z-values)
1.	Age	5.69*
2.	Education	13.40*
3.	Caste	5.27*
4.	Occupation	9.43*
5.	House	11.84*
6.	Material Possession	10.25*
7.	Family (Size & Type)	2.48*
8.	Land Possession	6.84*
9.	Farm Power	3.02*
10.	Social Participation	15.48*
	<b>Socio-economic status</b>	11.31*

\*Significant at 5 per cent level of probability (Z-table value = 1.96).

It may be concluded that the government officials of panchayati raj institutions had better socio-economic status compare to elected representatives of these bodies. It might be due to the panchayati raj institution increases the social status of elected representatives, but it did not play any important role in their economic status. On the other hand, the social and economic status of government officials was better might be due to the fixed pay and designation in PR bodies.

### Job satisfaction among the Respondents (E.Rs. & G.Os.) of Panchayati Raj Institutions

In order to find out the level of job satisfaction among the Elected Representatives (E.Rs.) and Government Officials (G.Os.) of Panchayati Raj Bodies, their responses were worked out on 20 framed statements.

**Table 3 :** Distribution of respondents according to their level of job satisfaction.

(E.Rs. = 168, G.Os. = 37, N=205)

S. no.	Level of job satisfaction	Frequency of Elected Representatives (E.Rs.)	Frequency of Government Officials (G.Os.)
1.	Low	84(50.00)	05(13.51)
2.	Medium	76(45.24)	24(64.86)
3.	High	08(04.76)	08(21.63)
	<b>Total</b>	168(100.00)	37(100.00)
Z-value = 4.16, Significant at 5 per cent level of probability.			

Figures in parentheses indicate percentage.

**Table 4 :** Association of job satisfaction with personal and socio-economic characteristics of respondents (E.Rs., G.Os. and Overall).

(E.Rs. = 168, G.Os. = 37, N=205)

Independent Variables \ Dependent Variable	Job Satisfaction of Elected Representatives (E.Rs.)	Job Satisfaction of Government Officials (G.Os.)	Job Satisfaction of Overall Respondents
Age	0.0192	0.1059	0.1917*
Education	0.6049*	0.4574*	0.6976*
Caste	0.5538*	0.3118*	0.5976*
Occupation	0.5205*	0.1435	0.6323*
Family	0.2293*	-0.1992	0.0527
Land Possession	0.6144*	-0.1562	0.3663*
Social Participation	0.3699*	0.0496	0.5709*
SES	0.7262*	0.2239	0.7315*

\* Significant at 5 per cent level of probability.

The findings were presented in the table 3.

From table 3, it is evident that majority (50 per cent) of elected representatives had low level of job satisfaction whereas majority (64.86 per cent) of government officials had medium level of job satisfaction. Similar findings were also reported by Sharma *et al.* (2001) and Rajneesh (2002).

#### **Difference in the level of job satisfaction among the respondents of elected representatives and government officials**

As per table 3, there was a significance difference between the job satisfaction level of elected representatives and government officials of panchayat raj bodies. The government officials were more satisfied with their job compare to elected representatives. It might be due to higher level of education and their key role in the decision making process and also programme preparation and execution.

#### **Association of job satisfaction level of respondents with their personal and socio-economic characteristics**

Table 4 reveals that the job satisfaction of the respondent of elected representatives was found significantly affected by all the selected independent variables except their age. In case of the respondents of government officials, their education and caste were found to be significant. As far as overall respondents of both the categories were concerned the job satisfaction was found significantly affected by all the selected personal and socio-economic characteristics as well as SES of respondents except their family. The significant association of job satisfaction with the selected personal and socio-economic characteristics of elected representatives and government officials as well as overall respondents confirms the alternative hypothesis.

It may be concluded that the job satisfaction among the respondents of E.Rs. was affected by their education,

**Table 5 :** Multiple regression analysis of personal and socio-economic characteristics of respondents (E.Rs., G.Os. and Overall) with their job satisfaction level.

(E.Rs. = 168, G.Os. = 37, N = 205)

S. no.	Independent Variables	Regression Analysis					
		Elected Representatives (E.Rs.)		Government Officials (G.Os.)		Overall Respondents	
		'Beta' weights	't' values	'Beta' weights	't' values	'Beta' weights	't' values
1.	Age	0.178 (0.071)	2.501*	0.160 (0.150)	1.069	0.204 (0.062)	3.276*
2.	Education	0.206 (0.833)	0.247	2.363 (1.758)	1.344	0.698 (0.744)	0.939
3.	Caste	-0.765 (0.864)	-0.885	-0.226 (1.496)	-0.151	-0.203 (0.731)	-0.278
4.	Occupation	-0.274 (0.925)	-0.296	-0.381 (1.827)	-0.209	0.372 (0.760)	0.489
5.	House	-0.704 (1.173)	-0.600	-2.498 (2.431)	-1.028	-0.295 (0.967)	-0.305
6.	Material Possession	0.677 (0.988)	0.685	4.118 (1.799)	2.290*	1.457 (0.824)	1.768
7.	Family	-1.796 (1.205)	-1.490	-1.825 (2.411)	-0.757	-1.743 (1.060)	-1.644
8.	Land Possession	0.565 (1.049)	0.538	-0.226 (2.200)	-0.103	0.100 (0.907)	0.111
9.	Farm Power	0.003 (0.906)	0.004	-0.037 (1.551)	-0.024	0.284 (0.771)	0.368
10.	Social Participation	1.485 (1.249)	1.189	-2.258 (3.449)	-0.655	2.205 (1.110)	1.987*
	Socio-economic Status	0.803 (0.791)	1.015	0.435 (1.550)	0.281	0.412 (0.693)	0.595
		Multiple 'R' = 0.7669 'R' square = 0.5881 Standard Error = 5.6538 'F' value = 20.2516* at 11, 156 and 167 d.f.		Multiple 'R' = 0.7975 'R' square = 0.6360 Standard Error = 3.8305 'F' value = 3.8129* at 11 and 25 d.f.		Multiple 'R' = 0.8304 'R' square = 0.6896 Standard Error = 5.4707 'F' value = 38.9789* at 11, 193 and 204 d.f.	

Figures in parentheses indicate Standard Error of 'Beta' weights.

\* Significant at 5 per cent level of probability.

caste, occupation, family, land possession and social participation as well as their SES, whereas only caste and education affects the job satisfaction among the respondents of government officials. As far as overall respondents of both the categories of respondents were concerned, their job satisfaction was dependent on age, education, caste, occupation, land possession and social participation as well as their SES. The findings are in the line of Sharma and Singh (2001) and Sharma *et al.* (2001).

#### **Prediction of job satisfaction of respondents (E.Rs., G.Os. and Overall) on the basis of their personal and socio-economic characteristics**

The multiple regression analysis was carried out to know the important independent variables – socio-economic characteristics – of respondents with their prediction ability in explaining the dependent variable – job satisfaction level. The data of findings relating to these aspects were presented in table 5.

#### **Multiple regression equation-IV**

The multiple regression equation with 10 independent variables and also with SES for predicting the job

satisfaction level of respondents (E.Rs., G.Os. and Overall) in Panchayati Raj bodies.

As per the table 5, the values of Multiple Correlation (R), when 10 independent variables and SES were used to predict the job satisfaction score of respondents were 0.7669 for E.Rs., 0.7975 for G.Os. and 0.8304 for Overall respondents and the Coefficient of Determination ( $R^2$ ) values were 0.5881, 0.6360 and 0.6896, respectively for the two categories of respondents and overall. Thus, the variation of 58.81 per cent, 63.60 per cent and 68.96 per cent in the job satisfaction score of E.Rs., G.Os. and Overall, respectively were explained by all the 10 selected independent variables and SES together.

The obtained values of  $R^2$  were tested for their significance by 'F' values. The calculated 'F' values of E.Rs., G.Os. and Overall respondents were 20.25, 3.81 and 38.98, respectively. These values were found to be significant at 5 per cent level of probability. The significance of 'F' values suggests the desirability of analyzing the beta weights resulting from multiple regression analysis.

The calculated 't' values of beta weights were given in the same table. According to 't' test criterion, the independent variable age of E.Rs., material possession of G.Os. and age and social participation of overall respondents had contributed to the most of the prediction level of job satisfaction scores of respondents. The job satisfaction among the respondents of elected representatives and also among all over respondents was increases as age and experiences in panchayati raj institutions. The job satisfaction level among the government officials of panchayati raj was strongly associated with their affection towards possession of physical materials. The job satisfaction level among the overall respondents of elected representatives and government officials was increases with their higher participation in the social activities of social organization as well as activities of panchayati raj institutions.

### Conclusions

The present study reveals that the job satisfaction level among elected representatives was medium to low whereas medium to high among government officials. A significant difference found among elected representatives and government officials job satisfaction level. It is found that the chairperson of elected bodies and officials of these bodies were more satisfied compare to elected members of these PRIs whether they are elected as for village panchayat or kshetra panchayat or

zilla panchayat. The coordination among these bodies and their functionaries was also missing. The participation of elected members, basically the village panchayat members were out of course of any action. They were not involved in any decision making tasks. Most of the decisions and tasks taken by the chairperson and officials of these bodies without any consultation with elected members and participation of local people. The study also indicates that the job satisfaction was significantly associated with respondent's personal & socio-economically characteristics. The findings of the study suggest that the regular meetings of higher officials should be conducted time to time to motivate and solve the grievances of government officials. Resultantly this environment will certainly improve the job satisfaction level among the elected representatives as well.

### References

- Mondal, S. and G. L. Ray (1996). Socio-economic profile of Panchayat Pradhans. *IJEE*, **XXXII(1-4)**, 77-81.
- Sharma, N. and S. P. Singh (2001). Job Satisfaction among the Extension Personnel's of Rajasthan. *IJEE*, **XXXVII(3 & 4)** :206-08.
- Sharma *et al.* (2001). Level of Job Satisfaction of Home Science Teachers. *IRJEE*, **1(1)** : 105-07.
- Rajneesh, S. (2002). Rural Development through democratic Decentralization. Deep & Deep Publications, New Delhi, **1**: 405.